

The Academic Associates Program

1. The Academic Associates Program (AAP) had its beginnings under the Career Management Staff, but has been an integral part of the CTF since its inception in January 1983. The program is based on three key assumptions:

- That some students at US universities and colleges do not visit career placement centers, the usual contact point for the Agency's regular recruiting system.
- That many university and college professors would like to have a special channel through which to refer students for possible employment with the Agency.
- That we will not attract the best students unless we make an effort to educate them about intelligence and the role it plays in national security decisionmaking. Despite a growing number of schools where intelligence is taught or where information about intelligence can be gleaned from courses in foreign policy, there is still a good deal of misinformation or ignorance about intelligence among both faculty and students.

2. During the first year of the AAP, [] almost singlehandedly established a network of academic contacts in universities around the US. This involved not only determining which academics would be friendly to an approach from the Agency, but also which might have students who were in programs that might lead to eventual Agency employment in the CT program. [] was joined toward the end of 1982 by [], and after the Task Force was established, [] also was assigned to the program. By summer 1983, over []'s were in the network [] and his associates had established.

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3. So far, the academic network has not resulted in a substantial flow of CT candidates. This is not surprising, since the AAP was usually only able to visit each professor once during the year, given the small size of the staff. Nevertheless, there was a steady flow of referrals during the year, and some 205 applicant files came through the AAP.

Of those, about half were scheduled for PATB, and about one-fourth entered some later phase of processing. Five Candidates eventually entered the CT program.

4. The AAP is now entering its second phase. Starting in the fall of 1983, we will be managing a rather extensive program to revisit those professors with whom we made initial contact. We will be speaking to classes and other student groups about intelligence, and will provide opportunities for students to apply to the CT program based on either a professorial referral or direct contact with members of the AAP. We expect that this will result in a substantially larger flow of applicants this year as compared to last. We will also be emphasizing--as will others in the CT program--that the qualified student completing a BA or BS program may now apply for the extended interim arrangement.

5. If we are correct, and the applicant flow does increase considerably, then we should begin to see EODs from the AAP beginning in the mid-1984 time period. In the meantime, with the move of the CTF to the Office of Personnel, there are some critical factors that must be kept in mind to insure the success of the program:

- The travel budget, the major cost of the AAP, must be continued at the present level if the program is to be effective. AAP officers must be able to rent hotel space and provide entertainment for operational purposes as they do now.
- The speakers program, and the ability of the AAP to provide payment for travel and expenses of other Agency officers who speak under our sponsorship, must also continue.
- The AAP requires one full-time admin person to maintain the burgeoning data base of the program. We must be able to keep this data in an automated file, and be able to cross-reference data between faculty and student referrals. Because members of the AAP travel so constantly, we require some person to be available to take calls and handle correspondence while we are on the road. So far, the AAP has not enjoyed this kind of support.

6. We think the AAP will eventually be successful in attracting more good candidates to the CT program. We also expect to see many students who would not visit the recruiters

at placement centers. Finally, we think the AAP will help erase some of the negative ideas about intelligence that have been so pervasive at many schools. Management must realize, however, that this whole effort is going to require time and patience. We are making an investment in the future of the Agency, and the payoff will only come over time.